



MIAMI BEACH

OFFICE OF THE CITY MANAGER

LTC # 148-2013

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LETTER TO COMMISSION

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TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: April 26, 2013

SUBJECT: Cleanliness Index & Assessment Program Results for FY 2012/13 Quarter 2

The purpose of this Letter to Commission is to communicate the results of the award winning Cleanliness Index and Assessment program from FY2012/13 Quarter 2 (January 1, 2013 to March 31, 2013).

Background

The Miami Beach Public Area Cleanliness Index is an objective measurement of performance ranging from 1.0 (Very Clean) to 6.0 (Very Dirty) and includes assessments of litter, litter/ garbage cans/dumpsters, organic material, and fecal matter. The results of the assessments are used to monitor the impacts of recently implemented initiatives to target areas for future improvements, and assure the quality of services.

During FY 2006/07, the City tightened the target for the Citywide and area-specific cleanliness indicators from 2.0 to 1.5 – the lower the score on the cleanliness index indicates a cleaner area. This target continues to be the same through FY 2007/08, FY 2008/09, FY 2009/10, FY 2010/11, FY 2011/12 and FY 2012/13. As important, the City also has a goal to ensure that 90 percent of assessments score 2.0 or better.

Summary of the Cleanliness Assessment Results FY 2012/13 Quarter 2

Overall, the citywide cleanliness index improved during FY 2012/13 Quarter 2 by 25.3% when compared to the same quarter in FY2005/06 (the first year the program was implemented) and improved when compared to the same quarter in FY2011/12 by 11.0%. In general, the City's cleanliness has steadily progressed as evidenced by the index, anecdotal information, and results of our most recent resident survey. However, cleanliness remains a top priority for the City.

Positive and Improved Areas in FY 2012/13 Quarter 2

- **Beaches** - Scores improved for those areas covered by Miami Beach staff by 2.3% when compared to the prior quarter and 5.2% when compared to the prior FY quarter. Areas covered by Miami Dade County (MDC) declined slightly by 1.5% compared to the prior FY quarter and .7% compared to the prior FY quarter due to the month of March is a high impact special event period. However, all areas of the beach rate below the 1.5 target, with 95.4% and 93.3% respectively having assessments below 2.0. Cleanliness of beaches remains a priority, with multiple departments collaborating to address issues. Prior improvements, which include

increased number of garbage cans in high traffic areas and the use of larger cans (45 gallons to 70 gallons) have helped to sustain beach cleanliness and overall improved assessments.

- **Alleys**– Overall scores in alleys improved 6.6% when compared to the prior quarter and 12.4% when compared to the prior FY quarter. Increased inspections by code compliance staff implemented in Q4 of the prior fiscal year has contributed to improved overall score and a decrease in illegal dumping across the beach. However, the alley cleanliness rating at 1.69 remains among the poorest citywide. Litter on the ground and dumpster graffiti continue to be an issue in South Beach.

Areas of Focus

- **Parks**- Overall scores improved by 2.7% when compared to the same quarter in FY2011/12, but declined by 10.9% when compared to the prior quarter. Parks will work with the Homeless Outreach team to address specific issues in parks located in the South Beach area.
- **Waterways** - Overall scores improved by 18.4% when compared to the same quarter in FY2005/06, but this continues to be an area of focus as scores remain poor compared to all assessment areas. Waterways improved by 10.8% when compared to the same quarter in FY2011/12. Waterways in the South Beach area reflect a deterioration of 45.6% when compared to the prior quarter; however, improved 12.6% when compared to the prior FY quarter due to litter and organic material. Organizational Development has provided training to contracted staff regarding cleanliness index, to increase awareness of program factors.
- **Parking Lots** - Overall, scores improved by 18.3% when compared to the same quarter in FY2011/12. Middle Beach and North Beach parking lots reflect a decline of 17.6% and 1.7 % respectively from the prior quarter, with primary drivers of the decline being litter on the ground and illegal dumping. As of October 1, 2012, two (2) full crews are servicing select parking across lots across Miami Beach seven (7) days a week. Sanitation will monitor and adjust as needed.
- **Streets**– Streets across the Beach improved by 10.7% when compared to the same quarter in FY2011/12. Streets in the North Beach area declined by 18.9% when compared to the prior quarter, specifically the commercial non-entertainment area by 23.9% when compared to the prior quarter. Sanitation has adjusted crew scheduling to address North Beach issues in the morning, both during the week and weekend hours, and will continue to monitor the North Beach issue.
- **Sidewalks**– Sidewalks across the Beach improved 14.4% when compared to the same quarter in FY2011/12. Sidewalks in commercial non-entertainment areas in North Beach declined by 10.5% when compared to the prior quarter; however, approximately 93.2% of residential sidewalks are exceeding the established target. The adjusted crew scheduling mentioned above impacts sidewalks along with streets.



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Cleanliness Index Score Per Public Area (target = 1.8)

Public Area	FY2006				FY Score
	Q1	Q2	Q3	Q4	
Overall City Score	2.30	1.94	2.24	2.03	2.10
Streets	2.07	1.98	2.23	1.94	2.03
Not including alleys	1.99	1.85	2.18	1.74	1.94
Commercial - Entertainment	1.84	1.78	2.44	1.74	1.95
Commercial - Non-Entertainment	1.89	1.87	1.81	1.75	1.83
Residential	2.28	1.93	2.11	1.74	2.01
Alleys	2.46	2.69	2.78	2.49	2.60
Sidewalks	2.02	2.05	2.33	1.84	2.06
Commercial - Entertainment	1.87	1.95	2.50	1.86	2.04
Commercial - Non-Entertainment	1.97	2.15	1.91	1.79	1.95
Residential	2.28	2.11	2.35	1.83	2.14
Parks	2.08	1.53	1.93	2.04	1.90
Parking	2.25	2.26	2.30	2.01	2.21
Waterway	2.77	2.12	2.93	2.63	2.59
Beach Areas					
Miami Beach Responsibility Only	2.02	1.68	1.80	1.91	1.85
Miami-Dade County Responsibility	1.96	1.78	2.04	1.95	1.93

Public Area	FY2006	FY2006	FY2006	FY2006	FY2006	FY2006	% change from prior FY score	% change from base FY score
	FY Score	FY Score	FY Score	FY Score	FY Score	FY Score		
Overall City Score	2.10	1.75	1.80	1.60	1.59			
Streets	2.03	1.73	1.74	1.65	1.55			
Not including alleys	1.94	1.66	1.66	1.54	1.46			
Commercial - Entertainment	1.95	1.65	1.69	1.55	1.44			
Commercial - Non-Entertainment	1.83	1.65	1.63	1.57	1.52			
Residential	2.01	1.68	1.65	1.51	1.43			
Alleys	2.60	1.97	1.99	1.89	1.84			
Sidewalks	2.06	1.73	1.75	1.63	1.46			
Commercial - Entertainment	2.04	1.69	1.77	1.64	1.43			
Commercial - Non-Entertainment	1.95	1.79	1.77	1.63	1.57			
Residential	2.14	1.77	1.71	1.59	1.42			
Parks	1.90	1.55	1.57	1.39	1.44			
Parking	2.21	1.96	2.00	1.81	1.75			
Waterway	2.59	2.10	2.11	1.70	1.96			
Beach Areas								
Miami Beach Responsibility Only	1.85	1.62	1.59	1.43	1.36			
Miami-Dade County Responsibility	1.93	1.61	1.63	1.48	1.42			

Public Area	FY11/12				FY Score	% change from prior FY score	% change from base FY score
	Q1	Q2	Q3	Q4			
Overall City Score	1.64	1.63	1.55	1.53	1.59	-0.6%	-24.2%
Streets	1.64	1.59	1.51	1.47	1.55	-6.0%	-23.6%
Not including alleys	1.52	1.48	1.40	1.40	1.45	-5.8%	-25.2%
Commercial - Entertainment	1.51	1.50	1.34	1.39	1.44	-7.1%	-26.1%
Commercial - Non-Entertainment	1.53	1.51	1.43	1.47	1.50	-4.4%	-18.0%
Residential	1.45	1.40	1.49	1.35	1.43	-5.3%	-28.8%
Alleys	1.92	1.93	1.82	1.67	1.84	-2.6%	-29.2%
Sidewalks	1.45	1.53	1.40	1.40	1.45	-11.0%	-29.6%
Commercial - Entertainment	1.42	1.57	1.34	1.36	1.43	-12.8%	-29.9%
Commercial - Non-Entertainment	1.60	1.60	1.58	1.61	1.57	-3.6%	-19.4%
Residential	1.38	1.44	1.50	1.36	1.42	-10.6%	-33.6%
Parks	1.44	1.46	1.42	1.43	1.44	3.6%	-24.2%
Parking	1.71	1.91	1.60	1.77	1.75	-3.3%	-20.8%
Waterway	2.26	1.94	1.91	1.74	1.96	15.2%	-24.3%
Beach Areas							
Miami Beach Responsibility Only	1.31	1.35	1.43	1.35	1.36	-4.9%	-26.4%
Miami-Dade County Responsibility	1.55	1.36	1.35	1.43	1.42	-4.0%	-26.4%

Public Area	FY12/13				FY Score	% change from prior Qtr	% change in prior FY Qtr	% change from same quarter in base year
	Q1	Q2	Q3	Q4				
Overall City Score	1.43	1.46				1.4%	-11.0%	-25.3%
Streets	1.43	1.42				-0.7%	-10.7%	-28.3%
Not including alleys	1.31	1.33				1.5%	-10.1%	-28.1%
Commercial - Entertainment	1.30	1.36				4.6%	-9.3%	-23.6%
Commercial - Non-Entertainment	1.43	1.40				0.0%	-7.3%	-25.1%
Residential	1.25	1.18				-6.3%	-15.7%	-38.9%
Alleys	1.81	1.69				-6.6%	-12.4%	-37.2%
Sidewalks	1.33	1.31				-1.5%	-14.4%	-36.1%
Commercial - Entertainment	1.32	1.35				2.3%	-14.0%	-30.8%
Commercial - Non-Entertainment	1.44	1.40				-2.8%	-12.5%	-34.9%
Residential	1.37	1.17				-14.6%	-18.8%	-44.5%
Parks	1.25	1.42				10.9%	-2.7%	-7.2%
Parking	1.52	1.56				2.6%	-18.3%	-31.0%
Waterway	1.68	1.73				3.0%	-10.8%	-18.4%
Beach Areas								
Miami Beach Responsibility Only	1.31	1.28				-2.3%	-5.2%	-23.8%
Miami-Dade County Responsibility	1.35	1.37				1.5%	0.7%	-23.0%



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Percentage of Assessments scoring 2.0 or better (target = 90%)

Public Area	FY06/07				
	Q1	Q2	Q3	Q4	FY Score
Citywide	87.5%	71.1%	56.7%	75.5%	65.2%
Streets	65.7%	79.2%	63.9%	84.8%	73.4%
Commercial - Entertainment	66.1%	81.1%	47.5%	74.6%	67.3%
Commercial - Non-Entertainment	76.7%	72.2%	82.4%	97.3%	82.3%
Residential	56.8%	64.6%	66.2%	86.1%	73.5%
Alleys	37.7%	36.8%	37.0%	56.2%	41.9%
Sidewalks	62.6%	68.7%	56.4%	79.3%	66.7%
Commercial - Entertainment	69.2%	71.8%	41.7%	71.7%	63.6%
Commercial - Non-Entertainment	61.5%	56.4%	79.8%	87.4%	71.8%
Residential	52.4%	78.1%	62.1%	82.2%	66.2%
Parks	46.3%	88.0%	68.2%	63.8%	66.6%
Parking	48.0%	59.5%	49.2%	69.0%	56.4%
Waterway	42.9%	83.7%	34.5%	56.8%	54.5%
Beach Areas					
Miami Beach Responsibility Only	64.1%	83.8%	66.0%	78.5%	73.1%
Miami-Dade County Responsibility	75.3%	78.4%	63.9%	77.2%	71.2%

Public Area	FY06/07	FY07/08
Citywide	79.4%	85.5%
Streets	86.4%	90.2%
Commercial - Entertainment	87.8%	90.3%
Commercial - Non-Entertainment	87.3%	89.0%
Residential	82.5%	90.9%
Alleys	59.0%	74.9%
Sidewalks	60.9%	86.7%
Commercial - Entertainment	81.4%	86.1%
Commercial - Non-Entertainment	81.4%	86.8%
Residential	79.6%	86.6%
Parks	89.1%	94.7%
Parking	65.7%	78.0%
Waterway	71.6%	83.9%
Beach Areas		
Miami Beach Responsibility Only	87.3%	90.2%
Miami-Dade County Responsibility	88.7%	93.2%

Public Area	Q1	Q2	Q3	Q4	FY Score	Difference from prior Qtr	Difference from base FY score
Citywide	86.8%	84.3%	89.1%	81.0%	87.8%	1.9%	22.8%
Streets	89.0%	93.4%	82.8%	84.3%	91.6%	1.6%	18.2%
Commercial - Entertainment	88.3%	89.8%	92.8%	92.5%	92.4%	-0.2%	26.1%
Commercial - Non-Entertainment	87.2%	88.3%	85.6%	92.9%	89.5%	3.3%	7.2%
Residential	91.5%	93.1%	93.1%	94.5%	93.1%	1.4%	18.6%
Alleys	75.8%	73.7%	81.8%	87.1%	79.6%	6.3%	37.7%
Sidewalks	91.5%	88.4%	91.6%	93.4%	91.3%	1.8%	24.8%
Commercial - Entertainment	90.9%	87.3%	90.2%	92.7%	90.3%	-0.6%	28.3%
Commercial - Non-Entertainment	89.7%	86.9%	87.3%	89.6%	88.4%	2.3%	18.8%
Residential	94.3%	91.0%	91.3%	94.8%	92.9%	3.6%	28.7%
Parks	92.9%	93.4%	91.8%	94.5%	93.1%	2.7%	28.6%
Parking	84.7%	75.5%	87.3%	85.7%	83.3%	-1.8%	28.9%
Waterway	64.2%	72.0%	77.4%	82.2%	74.0%	4.8%	18.6%
Beach Areas							
Miami Beach Responsibility Only	86.4%	84.8%	85.7%	87.7%	86.4%	1.0%	23.3%
Miami-Dade County Responsibility	87.7%	96.0%	86.9%	86.1%	94.2%	-0.8%	23.8%

Public Area	Q1	Q2	Q3	Q4	FY Score	Difference from prior Qtr	Difference from prior FY Qtr	Difference from base FY Qtr
Citywide	89.5%	89.3%				-0.2%	6.0%	18.2%
Streets	93.3%	93.2%				0.2%	2.8%	14.0%
Commercial - Entertainment	94.5%	94.0%				-0.5%	4.2%	12.8%
Commercial - Non-Entertainment	89.9%	91.6%				1.9%	3.6%	18.8%
Residential	94.5%	93.5%				-0.7%	0.7%	8.2%
Alleys	78.5%	83.0%				4.5%	8.3%	48.1%
Sidewalks	92.7%	93.2%				0.6%	4.8%	24.6%
Commercial - Entertainment	95.1%	94.1%				-1.0%	6.8%	22.3%
Commercial - Non-Entertainment	90.3%	91.7%				1.4%	4.8%	36.3%
Residential	92.7%	93.7%				1.0%	2.7%	16.8%
Parks	96.5%	93.4%				-6.1%	-3.0%	2.4%
Parking	87.8%	86.6%				-1.2%	11.1%	27.1%
Waterway	83.0%	79.1%				-3.9%	7.1%	-4.6%
Beach Areas								
Miami Beach Responsibility Only	94.9%	95.4%				0.6%	0.9%	11.8%
Miami-Dade County Responsibility	93.5%	93.1%				-0.3%	-2.7%	14.8%

Cleanliness Key Intended Outcome

Cleanliness was identified in our community surveys as a key driver affecting overall quality of life. In addition, in the 2012 survey, residents and businesses rated cleanliness as the number one service the City should strive not to reduce. The City has implemented increases in service levels and community satisfaction levels have improved. Overall scores have improved by 24.2% from FY2005/06 to FY2011/12.

Next Quarter Assessments

City employees and Neighborhood Leadership Academy alumni and residents are conducting cleanliness assessments every quarter. If you or any member of your staff is interested in participating in the City's Public Area Cleanliness Program, please contact Dr. Leslie Rosenfeld with the Office of Budget and Performance Improvement Organizational Development Division at extension 6923.

If you have any further questions, please feel free to contact me.

- c: Mark Taxis, Assistant City Manager
Kathie G. Brooks, Assistant City Manager
Dr. Leslie Rosenfeld, Organizational Development
Jay Fink, Public Works Assistant Director
Kevin Smith, Parks and Recreation Director
Saul Francis, Parking Director
Stephen Scott, Building Director
Hernan Cardeno, Code Compliance Division Commander
Robert Santos-Alborna, Code Compliance Division Director
Al Zamora, Sanitation Division Director



MT/KGB/LDR